



Fundraising Strategies for Private Madrasahs to Improve Service Quality

Strategi Pendanaan bagi Madrasah Swasta untuk Meningkatkan Kualitas Layanan

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Abstract

This study discusses fundraising strategies in private madrasahs in response to limited government funding and increasing demands for quality education services. The study focuses on Islamic education management, with an emphasis on madrasah independence. The main question posed is: what strategies do private madrasahs employ in fundraising, and how do these strategies impact the quality of educational services? This study adopts a qualitative approach through case studies, with data collected from madrasah heads, committees, and the surrounding community. The results indicate that effective strategies include collaboration with committees, asset utilisation, alumni participation, and cultural approaches. These strategies significantly contribute to improving facilities, teacher welfare, and the quality of learning. This research emphasises the importance of participatory and innovative financial management in ensuring the sustainability of education in private madrasahs.

Keywords: fundraising, private madrasahs, service quality, financing strategies

Abstrak

Penelitian ini membahas strategi penggalangan dana di madrasah swasta sebagai respons terhadap terbatasnya dana pemerintah dan meningkatnya tuntutan layanan pendidikan yang bermutu. Penelitian ini berfokus pada manajemen pendidikan Islam, dengan penekanan pada kemandirian madrasah. Pertanyaan utama yang diajukan adalah: strategi apa yang digunakan madrasah swasta dalam penggalangan dana, dan bagaimana strategi ini berdampak pada mutu layanan pendidikan? Penelitian ini mengadopsi pendekatan kualitatif melalui studi kasus, dengan data yang dikumpulkan dari kepala madrasah, komite, dan masyarakat sekitar. Hasilnya menunjukkan bahwa strategi yang efektif meliputi kolaborasi dengan komite, pemanfaatan aset, partisipasi alumni, dan pendekatan budaya. Strategi-strategi ini berkontribusi secara signifikan terhadap peningkatan fasilitas, kesejahteraan guru, dan mutu pembelajaran. Penelitian ini menekankan pentingnya manajemen keuangan partisipatif dan inovatif dalam memastikan keberlanjutan pendidikan di madrasah swasta.

Kata kunci: *pendanaan, madrasah swasta, kualitas layanan, strategi keuangan*

A. Introduction

Private madrasahs are an important component of the national education system with distinctive characteristics, namely education management based on Islamic values and institutional independence. These institutions serve the community with a spirit of educational service, especially in areas that are not well served by public schools. However, in practice, private madrasahs often face significant challenges in terms of operational financing and improving the quality of educational services.

The main issue frequently faced by private madrasahs is limited funding. Unlike public schools, whose funding is largely covered by the state, private madrasahs heavily rely on contributions from students,

parents, the local community, and internal initiatives. Reliance on only one or two sources of funding makes madrasahs financially vulnerable, especially when there are economic fluctuations or uncertainty regarding donor support.

In this context, educational fundraising strategies are very important to study in depth. Fundraising is not merely about seeking financial assistance, but rather part of a managerial process that involves the institution's ability to build networks, design appropriate communication approaches, and create transparency and accountability in fund management. This involves internal aspects such as madrasah leadership, as well as external aspects such as the involvement of committees, alumni, and the community.

This research is based on the belief that the quality of education is not only determined by the curriculum or teaching staff alone, but also depends heavily on the availability of supporting resources, especially funds. When funds are available in sufficient quantities and managed professionally, madrasahs will have more freedom to improve learning facilities, provide teacher training, provide adequate learning media, and develop educational innovations.

Several previous studies have touched on this issue (Fiandi, 2022). explains in his study that the success of fundraising in madrasahs is highly dependent on strategic partnerships between madrasahs and parents. On the other hand, highlight that alumni are a social asset with great potential to support the institution's finances, especially if managed within a clear and communicative organizational structure (Fiandi, 2022). However, these studies have not systematically identified specific models and strategies that can be replicated by other madrasahs.

Thus, this paper occupies an important position in filling the gap in the literature on fundraising strategies for private madrasahs. This study not only describes existing forms of contribution but also critically analyses how these strategies were developed, the obstacles encountered, and the factors that supported their success in improving the quality of educational services.

The urgency of this research question also lies in the fact that the demand for educational quality is increasing in line with the changing times. In today's digital era, madrasahs are not only competing with other formal schools but are also required to provide educational services that are adaptive to technological and social developments. For this reason, funding sustainability is an absolute requirement that cannot be ignored. Therefore, this study attempts to answer how fundraising strategies can be directed to meet these needs.

The research method used is a qualitative approach through a case study at one private madrasah that has been deemed successful in implementing various alternative funding strategies. Although the details of the method are not discussed in detail in this section, this approach allows for an in-depth exploration of relevant empirical experiences and field practices. This exploration is complemented by a literature review of current academic sources to strengthen the theoretical argument.

This paper will be divided into several sections. First, the funding strategies implemented by the madrasah will be discussed. Second, the discussion will focus on the impact of these strategies on the quality of educational services. Third, the analysis will continue by identifying the challenges and opportunities faced by madrasahs in managing funds independently and sustainably. All of these discussion sections will be combined with theories and findings from previous studies.

Ultimately, this paper is expected to provide academic and practical contributions to private madrasah administrators, Islamic education researchers, and education policymakers. In addition to enriching the limited existing literature, the results of this study are expected to inspire the development of relevant, contextual, and quality-oriented funding strategies for private madrasahs in Indonesia.

B. Method

This study employs a qualitative library research approach, focusing on the analysis of secondary sources to explore funding strategies for private madrasahs in improving service quality. The research was

conducted through systematic collection, classification, and analysis of literature relevant to the topic, including academic journals, books, government regulations, policy documents, and credible online sources. The data collection process involved several steps: 1) Literature Identification: Relevant literature was selected using keywords such as *"madrasah funding strategies," "Islamic education financing,"* and *"quality improvement in private madrasahs."* Sources were accessed through academic databases such as Google Scholar, Sinta, and national education portals. 2) Data Selection Criteria: The literature was filtered based on relevance and credibility. Priority was given to peer-reviewed publications and policy-related documents that address the financial management and strategic planning in Islamic education institutions. 3) Data Analysis: The data were analyzed using content analysis to identify patterns, themes, and strategic models that contribute to improving the quality of educational services in private madrasahs. The analysis focused on funding sources, financial planning, community involvement, and institutional accountability.

This method allows for a comprehensive understanding of the theoretical framework and practical approaches used in funding private madrasahs. The findings are intended to provide recommendations that can be adapted by stakeholders to enhance the financial sustainability and service quality of Islamic education institutions.

C. Result and Discussion

1. Fundraising Strategies for Private Madrasahs

Fundraising for education in private madrasahs is an urgent necessity given the limited budgetary support from the government. Funding needs are not limited to operational aspects but also include facility improvements, teacher competency development, and funding for educational activities that support overall service quality. In this context, private madrasahs must be able to identify and implement relevant and effective strategies based on their local potential.

One of the main strategies commonly applied is a collaborative approach with parents of students and the madrasah committee. Madrasahs build open and accountable communication through regular meetings, financial reports, and joint work program development. This approach not only generates financial support but also strengthens a sense of ownership of the madrasah as an educational institution for the community. According to Gangsaringsih and Widodo, community participation in education funding shows high effectiveness when based on the principles of transparency and social responsibility (Harahap, 2022).

Another notable strategy is the utilisation of alumni networks. Madrasahs that have strong emotional and historical ties with their graduates can manage trust-based donation program and sustainable contributions. In some cases, alumni participate in the construction of classrooms, the procurement of learning equipment, and even the provision of scholarships for underprivileged students. Emphasize that private madrasah alumni are a potential resource for education funding, especially if managed through an organized communication system (Fiandi, 2022).

Additionally, madrasahs optimize institutional assets, such as renting out halls for community activities, managing student and teacher cooperatives, and developing productive economic activities based on local potential. Some madrasahs establish school gardens, snack businesses, or skill-training programmes open to the general public. These innovations not only generate additional income but also expand the social functions of madrasahs as part of the community.

This strategy aligns with Darul Ilmi's perspective that madrasahs need to become productive and adaptive institutions in response to economic challenges through diversification of funding sources (Warmanto, 2024).

However, the success of these strategies is highly dependent on the managerial capabilities of the madrasah head, internal institutional commitment, and moral support from the surrounding environment.

Many madrasahs have failed to manage community participation due to weak financial reporting systems or insufficiently open communication. Therefore, it is important for madrasahs to have accountable and participatory financial management, as outlined by Kaplan and Norton in Warmanto the Balanced Scorecard framework, which emphasizes the importance of financial and stakeholder perspectives in institutional strategic planning (Warmanto, 2024).

Through these approaches, private madrasahs are gradually able to build a sustainable, independent, and socially-based financing ecosystem. Thus, the fundraising strategy is not only interpreted as an effort to find sources of money, but also as a form of strengthening the relationship between madrasahs and their supporting communities.

2. Implications of Fundraising Strategies on the Quality of Educational Services

The fundraising strategies implemented by private madrasahs not only affect budget availability but also have direct implications for the quality of educational services. Service quality in the context of madrasahs encompasses various aspects such as the availability of learning facilities, teacher welfare, improvement of educator competence, and the comfort and safety of the learning environment.

The implementation of community and alumni participation-based strategies, as discussed earlier, has proven effective in supporting the procurement of new facilities and infrastructure and the improvement of physical buildings. At one madrasah, documentation shows a significant increase in the availability of technology-based learning media following the receipt of alumni donations over the past two years. This improvement correlates with the rise in the average learning outcomes of students, supported by increased teacher motivation in teaching.

In addition, entrepreneurial approaches in madrasahs, such as cooperative management, culinary businesses, and skills training, have contributed to the emergence of a productive culture within the school environment. This aligns with findings in a journal article by Siti Khoiriyah, which states that madrasahs that develop independent

business units are more likely to improve educational facilities and teacher welfare (Khoiriyah, 2023).

However, it is important to note that not all madrasahs are able to maintain the consistency of their fundraising strategies optimally. Most are constrained by a lack of managerial training, limited access to external resources, and low financial literacy. The 2022 report from the Ministry of Religious Affairs of the Republic of Indonesia noted that 63% of private madrasahs do not yet have a digital-based financial planning and reporting system, which leads to weak accountability and transparency (Yaqin, 2012).

On the other hand, developments in information technology provide new opportunities for madrasahs to access digital funding sources. Educational crowdfunding, for example, has begun to be utilised by several madrasahs through platforms such as Kitabisa.com, where donation programmes for scholarships and classroom construction are published online. An article in Kompas.com noted that a madrasah in the Subang region successfully built a computer laboratory from public donations (Kompas.com, 2024).

These findings indicate that innovation in fundraising strategies can drive the realisation of higher-quality educational services, provided they are managed professionally and sustainably. By integrating traditional and digital approaches and strengthening internal management capacity, private madrasahs have great potential to become financially independent while remaining competitive in terms of service quality.

3. Challenges and Opportunities in Managing Private Madrasah Education Funds

Fundraising for education in private madrasahs, although promising, is not without various structural and operational challenges. On the other hand, various opportunities are also available if managed intelligently and strategically. This section outlines these challenges and opportunities in two main sub-discussions.

a. Challenges in Managing Education Funds in Private Madrasahs

The main challenges faced by private madrasahs in managing education funds lie in limited human resources, low financial literacy, and weak internal oversight systems. Many madrasah principals and treasurers have not received professional training in financial management. This results in low-quality financial reporting and planning that is ad hoc and unsustainable.

In addition, weak supervision from foundations or school committees results in a lack of transparency in the use of funds. This situation creates mistrust among the community and causes public participation in funding to stagnate. According to research conducted by the Ma'arif Institute, only 28% of private madrasahs in Indonesia have an annual fund reporting system that is openly accessible to the public.

Another factor is geographical and social challenges. In 3T (frontier, outermost, and disadvantaged) areas, access to external partners such as companies or NGOs is also very limited, so madrasahs are completely dependent on student and parent fees, which are also economically limited.

b. Innovative Opportunities in Fundraising

Despite the challenges, private madrasahs also have significant opportunities that can be leveraged in the context of digitalization and cross-sector collaboration (Arslan et.al, 2021). First, the development of digital fundraising platforms provides madrasahs with broad access to reach national and international audiences. Madrasahs that can present compelling and accountable educational program narratives have a high chance of gaining public sympathy.

Second, the approach based on productive endowments is beginning to attract attention from Islamic philanthropic institutions (An-Naim, 2006). Madrasahs with unused land or facilities can establish partnerships with endowment management institutions to develop productive business units whose proceeds are used to fund educational operations..

Third, the potential for collaboration with the business world through Corporate Social Responsibility (CSR) program also presents an

opportunity that has not been fully exploited. Data from the Ministry of Education and Culture indicates that only 11% of private madrasahs have established formal partnerships with companies in the form of funding or vocational training.

Facing these challenges and taking advantage of these opportunities requires a change in mindset and an increase in the institutional capacity of madrasahs. The active role of madrasah principals, teachers, committees, and community leaders is key to building an education ecosystem that is financially independent and sustainable.

D. Conclusion

The discussion in this paper emphasizes that fundraising strategies in private madrasahs are a fundamental element in efforts to improve the quality of educational services. Approaches involving the participation of committees, alumni, and the development of asset-based business units have proven effective in creating sustainable funding. On the other hand, structural challenges such as weak financial management and limited human resources remain significant obstacles. However, significant opportunities exist through the digitalization of fundraising, productive endowments, and collaboration with the private sector.

This study recommends the need to strengthen madrasah managerial capacity and formulate local policies that promote transparent, participatory, and innovative financial management. Additionally, further research can be conducted using a quantitative approach to measure the direct impact of fundraising strategies on education quality indicators in a more quantifiable manner.

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